

# SEVEN CHANGE-AGENT COMPETENCIES

## LEADERSHIP SELF ASSESSMENT

Based on Michael Fullan's *The Principal*

Rate yourself on a scale of 1 (lowest rating) to 10 (a perfect score!)

#1 -- How much do you challenge the status quo? (Do you question common practices that don't improve student achievement? Take risks? Explore innovations? Not let rules slow you down?)

\_\_\_\_\_ (Put your self-rating here.)

#2 -- How trustworthy are you? (Are you being clear and honest about performance expectations? Do you follow through on your commitments? Make sure everyone is clear about important communications? Are you comfortable dealing with conflict?)

\_\_\_\_\_

#3 -- How well do you create commonly owned plans for success? (Do you work on buy-in for ownership of the plan? Do you monitor how well it works? Do you make corresponding adjustments to the plan? Engage in regular two-way communication about the plan? Do you have clear measurements for each goal in the plan?)

\_\_\_\_\_

#4 -- How well do you focus on the team over the self? (Do you hire the best people? Build a team environment (for example, create group norms)? Support the learning of all staff? Seek critical feedback?)

\_\_\_\_\_

#5 -- How much do you have a sense of urgency for sustainable results? (Are you anxious to move initiatives ahead? Are you very decisive? Do you use data to support those actions? Do you reinforce a clear direction for the organization? Do you focus on results?)

\_\_\_\_\_

#6 -- Do you commit to your own continuous improvement? (Do you wonder how to get better results? Seek innovative ideas from all team members? Take responsibility for their mistakes? Are you preoccupied with learning to become better and help your teams improve, too?)

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#7 -- How well do you build external networks and partnerships? (Do you understand several benefits to staying plugged in outside of the school walls? Do you get new ideas from outside of your school? Do you seek partners from outside of the school?)

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WHICH COMPETENCY WAS YOUR LOWEST? \_\_\_\_\_

What do you plan on doing to improve this area?